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Date: 2/5/78 By:

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MEMORANDUM FOR: Acting Deputy Director (Administration)**THROUGH : Chief of Administration, DD/P****SUBJECT : Survey Report of the Personnel Section/FE/Admin.**

1. **PROBLEM.** To re-evaluate Personnel type and Training T/O positions within FE Division with a view toward determining:

- a. The appropriate location, organizationally, for the most economic and efficient performance of essential Personnel functions, and
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. **FACTS BEARING ON THE PROBLEM.**

a. An extensive Management Study was made and report rendered 27 January 1953, covering the Personnel Section FE. Of the recommendations contained in that report the following have been implemented:

- (1) PC and SO personnel files merged
- (2) Two Travel Clerks transferred to Budget and Finance Section/FE
- (3) Preparation of Time & Attendance reports in Branches
- (4) Preparation of personnel action requests in Branches (SF-52)
- (5) Preparation of correspondence (cables and dispatches) in Branches.
- (6) Reduction in Staff

The Division's proposed T/O and present staffing indicates

Though the latter Staff has not been finally placed, organizationally, it is considered in this report as being a part of the Admin. Staff/FE.

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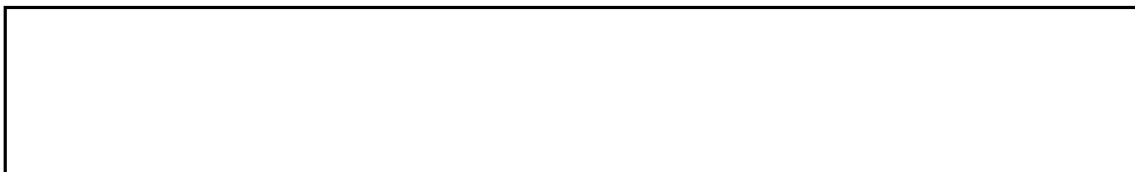
b. The proposed T/O with staffing and individual duty assignments are outlined in Tab A.

c. Eleven types of records maintained are described in Tab B.

3. DISCUSSION.

a. Many additional improvements have been made, since the 21 January 1953 report, in the organization and procedures of the FE Division with regard to the Personnel administration functions such as:

- (1) The establishment of up-to-date Position Inventory Records on all T/O's.
- (2) Decentralization to Branches of authorities and controls on Official Personnel File withdrawals.
- (3) Preparation of travel orders, vouchers, requests for advances, accountings, etc., in Budget and Finance rather than Personnel Section.
- (4) Reduction in number and improvement in content of basic records and files.



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c. Inasmuch as personnel type cables and dispatches are prepared in the Branches, the usual analysis of such correspondence is not pertinent in this report. Such correspondence is, however, coordinated with the Personnel Section/FE prior to release.

d. Problems involving returnees occupy the full time of a GS-9 personnel officer on special assignment. Though an IBM rotation record system has been installed to orderly summarize returnee information, the system does not as yet include Staff Agent or Project Personnel, and will require further refinement before the system will replace the need for full time assignment of the GS-9 Personnel Officer.

e. The maintenance of the Master Index (see Tab B) in its present form is contrary to the established multipart system for security protection of pseudonym files. On these individual cards (see on each person ever employed in FE) is recorded the current and all previous pseudonyms held by the individual.

f. Processing Contract Personnel and Staff Agents is presently handled by a GS-7 Personnel Officer, with the aid of a GS-6 Personnel Assistant. The GS-9 mentioned in d. above is locked

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upon as alternate for this work when the work situation so requires. As in two other Divisions surveyed, the individual handling contract personnel assists Branch personnel on briefing conducted outside the building in the Metropolitan Area.

- g. The proposal to establish a Cover, Security and Training Staff in FE Division has considerable merit. While these functions are usually placed in Division Personnel Sections, they are more often considered collateral duties. The magnitude, scope and character of FE activities tend to justify the establishment of this staff. The present T/O proposal does not indicate the ultimate location of this Staff. While the three positions proposed are deemed adequate, they are contingent upon the transfer of certain deep cover functions now performed in FI Staff/FE. It is believed, however, that this Cover, Security and Training Staff could also assume the function of processing Contract personnel and Staff Agents, including liaison with the Agency Special Contracting Officer. More of the briefing of such personnel could be assumed by Branch personnel. Such reassignment of functions would eliminate the necessity for the full time treatment of the activity by the present GS-7 Personnel Officer. Furthermore, the files and records of this activity could probably be maintained by the Secretary to the Chief, Cover, Security and Training Staff or the transaction and records unit of the Personnel Section/FE. Under existing practice, proposed contract personnel and Staff Agents are submitted to the FE Division Promotion and Screening Board for approval prior to processing. This additional check on such actions also tend to question the necessity for detailed review by the Personnel Section/FE.

4. CONCLUSIONS.

- a. The fundamental conclusion arrived at in this brief study is that personnel functions in the FE Division have progressively been reduced to routine procedures and appropriately decentralized, when practicable, to the Branches. That portion remaining in the Centralized Personnel Section/FE as presently constituted, is essentially a point of reference for technical personnel administration advice, with a supporting transaction and records service. The development of the Clandestine Services Career Boards have contributed in large measure to this "de-skilling" of Division personnel functions. It is believed that the functions outlined in Tab D should be recognized as presently properly placed in the Personnel Section.
- b. The decentralization of certain functions to the Branches, the ceiling imposed on FE, and the assumption of placement, re-assignment, promotion approval and other functions by the Senior

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Staff Career Service Boards (particularly the policies and procedures outlined [] will all tend to lessen the requirements for a large staff in Personnel Section/FE. Though rotation problems are currently becoming more and more prevalent, it is believed that with the continuous perfection of the Clandestine Services Career service program these problems will level off and become, to some extent, minimized.

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- c. The maintenance of the Master Index (Tab B) in its present form, with pseudonyms on the same card with true names, is a security situation which should be corrected at the earliest possible moment.
- d. The briefing of contract personnel by Personnel Section is a function which could be handled by the Branches, with collateral duties related thereto assumed by the Transaction and Records Unit and/or the Cover, Security and Training Staff.
- e. Consideration should be given to the organizational placement of the Cover, Security and Training Staff functions in the Personnel Section. These functions are closely related to personnel and career management. In the event this is not deemed acceptable, the Staff should be recognized as an element of the Admin Staff/FE.
- f. The [] has been established for over one year and the personnel element of that command has been staffed with high caliber personnel specialists. As yet, however, there is no apparent clear cut division of responsibility between the Personnel Section/FE and the Personnel Staff of [] Clarification of relationships and responsibilities between these two personnel elements should be resolved before present T/O's submittals are finally approved.

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5. **RECOMMENDATIONS.**

- a. That the functions indicated in Tab D be recognized as properly placed in the Personnel Section/FE.
- b. That consideration be given to the organizational placement of the Cover, Security and Training functions and personnel in the Personnel Section/FE.
- c. That the major portion of Contract personnel briefing be conducted by the Branches, and the Cover, Security and Training Staff assume responsibilities for review of check sheets, advising Branches and liaison with the Agency Special Contracting Officer on Contract personnel matters.
- d. That the combined T/O for Personnel Section and Cover Security and Training Staff be limited to no more than fifteen rather than the proposed 17.

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- e. That immediate steps be taken to convert the present Master Index file to a multipart system to meet security considerations.



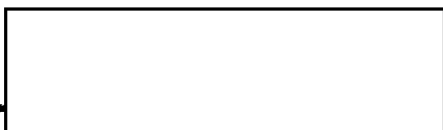
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Assistant Management Officer
DD/P Area

Attachments:

Tab A thru E

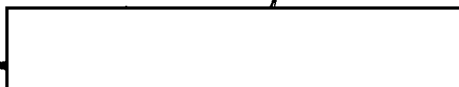
Technical Advisor



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Plans Research and Development Staff

Approved



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Acting Management Officer